
A Walk Through Time

The Years 1922 to 1929

John G. Stutz

I had just finished two years as the executive director of the League of Kansas Municipalities and editor of its monthly *Kansas Municipalities* magazine, when I attended the annual meeting of the City Managers' Association in Kansas City, Missouri, in September 1922.

I had been an associate member of the Association since June 1919 and had attended its annual meetings in 1919, 1920, and 1921. While I was a student at the University of Chicago, I had sent my typewritten letters to some then 20 city managers in the United States, asking for advice on subjects to be studied at the university in preparation for the city manager profession. When I was graduated Ph.B. in June 1920, I had canvassed such city managers and state league

Mr. Stutz, in his 97th year, is a summer resident of Estes Park, Colorado, and maintains separate residency in Topeka, Kansas.

directors for a position, and I had accepted three positions at the University of Kansas, as assistant professor of municipal government and administration, secretary of the University Municipal Reference Bureau, and executive director of the League of Kansas Municipalities and editor of its monthly magazine.

Beginnings of an Era

I had been mailing these 20 leading city managers copies of *Kansas Municipalities* magazine for most of two years. It came to pass that these managers compared their drab monthly *City Manager Bulletin* with the slick *Kansas Municipalities* magazine with its good pictures of city officials and other impressive items. I was subsequently invited to secure university approval for me to manage the headquarters of the City Managers' Association and edit its monthly magazine, which



ICMA and the Management Profession TIMELINE

1894

The National Municipal League was organized in Philadelphia.

1898

First state municipal leagues were organized in California, Indiana, Iowa, and Wisconsin.

1899

Haven A. Mason, secretary, League of California Cities, wrote about the council-manager form of government: "Why should there not be a distinct profession of municipal managers the same as we now have professions composed of lawyers, of doctors, of engineers, of teachers, of accountants, and others?"

I did promptly. I was named executive director and editor of the *City Manager Bulletin*, effective December 1, 1922.

By the 1926 annual City Managers' Association meeting in Colorado Springs, I had recommended to the board that the *City Manager Magazine* be named *Public Management* magazine, and it was so ordered.

The proceedings of the Association's annual conventions were published in the March issue of *Public Management* instead of in a separate pamphlet.

Then the idea came forth that the city manager profession should have a Code of Ethics, to help develop the profession. A committee was named. In good time, the chairman, who was the city manager of Lynchburg, Virginia, presented the Code, which was accepted. It has been updated several times. (Refer to Ethics column in the departments section on page 28.)

A great majority of the member city managers were graduate civil engineers in 1922, but the number of political science graduates, including myself, was increasing and many were becoming city managers. One was Louis Brownlow, who was elected president of the City Managers' Association in 1922, and another was Dr. Clarence Ridley, who succeeded me as executive director in 1929.

The Association became interested in forming an association of state leagues and cities. I put out a call for assistance, and on December 12, 1924, a preliminary association, the American Municipal Association (AMA) was established. This group of state leagues and cities held annual conventions and published mimeographed monthly bulletins. Eventually its name was changed to the National League of Cities. After the Association's executive di-

rector was elected, he put up the first \$100 for the AMA treasury.

Expansion on Many Fronts

In 1925, the president of the City Managers' Association, C. W. Koiner, and I (I was also executive director of the American Municipal Association) attended the 3rd International Congress of Cities sponsored by the International Union of Local Authorities (IULA) in Paris. Here the executive director provided \$100 for the first U.S. city membership in IULA—Lawrence, Kansas. I wrote and delivered a paper on the work and future of the state leagues, the National League of Cities, and the future of IULA.

“A great majority of the member city managers were graduate civil engineers in 1922, but the number of political science graduates, including myself, was increasing and many were becoming city managers.”

President Koiner visited cities in several countries before returning. This introduction to the International Union of Local Authorities by President Koiner, plus the fact that the City Managers' Association was receiving the membership applications of Canadian city managers, prompted the City Managers' Association to rename itself the International City Managers' Association.

Under my leadership, the Association developed the idea that local government associations and associations of state officials

1900

The National Municipal League (now the National Civic League) adopted the first Model City Charter.

1906

The New York Bureau of Municipal Research was formed; it was the precursor, directly or indirectly, of ICMA's Institute for Training in Municipal Administration, which was founded in 1934.

1912

Sumter, South Carolina, was the first city to adopt a charter incorporating the basic principles of council-manager government.

1908

Staunton, Virginia, adopted an ordinance providing for a "general manager."

1909

First National Conference on City Planning was held, a historic gathering of citizen activists and professionals in housing, planning, parks, recreation, transportation, and social services.

should have a national center for research and study. The faculty of the University of Chicago was invited to help in preparing briefs on such facilities, to be located on the University of Chicago campus.

The Rockefeller Foundation, including the Spelman Fund, was solicited for financing the establishment of such a facility. Foundation officials were presented with nationwide collections of ideas and uses for it, and eventually the Public Administration Clearing House was established on the university campus at 1313 East 60th Street, Chicago, Illinois, where the International City Managers' Association, the American Municipal Association, and several other association headquarters were located.

Here credit should be attributed to the leading private and public educational, governmental research, and publishing authorities who helped the International City Managers' Association officers with their developing ideas. These included Dr. Charles E. Merriam, University of Chicago; Dr. Leonard D. White, University of Chicago; Dr. August Hatton, Western Reserve University; Herbert Emmerich, Public Administration Clearing House; Luther Gulick, Training School for Public Service, New York; Dr. Samuel C. May, University of California; Guy Moffett, The Spelman Fund; and Dr. Thomas H. Reed, University of Michigan.

The professional City Managers' Association early recognized the needs for a biweekly new organ to keep managers, assistant managers, students in training to be managers, and cities seeking managers up to date on professional news. This four-page and then eight-page regular biweekly service to Association members, associate members, "city

manager cities," and prospective city manager cities received worldwide recognition.

Summing Up the Landmarks

The brief history of local government management and the services of the International City Managers' Association during the term from December 1, 1922, through June 30, 1929, includes many notable accomplishments. The Stutz years were known for the following:

1. Selecting a well-trained and experienced executive director and editor.
2. Recognizing the need for Association services in the international field—hence renaming the Association the International City Managers' Association.
3. Recognizing the worldwide need for a monthly magazine devoted to *Public Management*.
4. Recognizing the need for a biweekly first-class-mail news organ for concise up-to-date professional city manager news.
5. Recognizing the national need for a local government and state government research and study facility properly located in a great university complex—the Public Administration Clearing House, located on the University of Chicago campus at 1313 East 60th Street, Chicago, Illinois.
6. Recognizing the need not only for the International City Managers' Association but also for the American Municipal Association (now the National League of Cities) and the International Union of Local Authorities as the foundation for research to sovereign civil governments and their administrations.

1913

Westmount, Quebec, was the first Canadian city to adopt the plan.



1914 ★

Eight city managers met in Springfield, Ohio, to form the City Managers' Association (CMA). The first secretaries, City Manager O. E. Carr followed by City Manager W. L. Miller, helped to get this new Association under way. Under the secretaryship of Carr, the first year's expenditures were \$105.

7. Recognizing the need for a Code of Ethics. The Association selected a well-chosen team to prepare and present the City Manager's professional Code of Ethics, which was adopted and improved from time to time.
8. The Association and the city governing

bodies began to recognize that sovereignty, the unlimited legal power in civil government, was the most important characteristic in public administration, even though civil engineering was a city's most physical feature. **PM**

This article, originally published in the October 1974 issue of Public Management, is based on selections taken from a special supplement prepared by the late Clarence E. Ridley, ICMA executive director from 1929 to 1956. The special supplement was issued with his annual report and was entitled "Brief History of ICMA, 1914-56." Mr. Ridley lived in New Port Richey, Florida, until his death on April 10, 1979.

Mr. Ridley pioneered in research activities, usually in collaboration with other associations or universities. He helped bring about such advances as the FBI's *Uniform Crime Reports*; William Ogburn's seminal series in *Public Management* in the mid-1930s on the "sociology" of cities, including one of the earliest classifications of cities; the fully developed classification of cities that appeared initially in the *Municipal Year Book* in 1945; and the work with Herbert Simon on municipal measurement that resulted in the publication of *Measuring Municipal Activities* in 1938, with a revision in 1943.

Throughout his 27 years as executive director, Clarence Ridley provided leadership for hundreds of local government managers by his unshakable faith and optimism in the council-manager plan and in the ability and integrity of city and county managers. By attending all state manager meetings (and he missed very few in those 27 years!), he was able to provide personal guidance, encouragement, and inspiration for managers. (This was in the days before the growth of metropolitan areas and modern advances in transportation and communication!)—Ed.

The Years 1929 to 1956

Clarence E. Ridley

Year of Transition, 1929

The International City Managers' Association was the first of the present "1313" organizations of public officials to establish headquarters in Chicago. On June 1, 1929, through the personal efforts of the late Dr. Charles E. Merriam, the headquarters office was moved to 923 East 60th Street, a building owned by and adjacent to the University of Chicago—with Clarence E. Ridley as executive director and Orin F. Nolting as assistant director. The ICMA secretariat then was put on a full-time basis.

Through the Association's Committee on Research, with ICMA Past President Louis Brownlow as chairman, a program was undertaken dealing with the measurement and efficiency of municipal services. The initial work

1914

Dayton, Ohio, adopted the plan, the first large city to do so.

1915

The CMA approved its first constitution, announcing its purpose "to promote the efficiency of city managers and municipal work in general."

1918

While on the staff of the American City Bureau in New York, Harrison G. Otis became executive secretary of the Association. The Bureau, organized to establish local chambers of commerce and train civic secretaries, provided office space and a time for Mr. Otis to serve as CMA secretary until 1921.

1919

In January, the first issue of the City Manager Bulletin was published; it appeared monthly for three years.

was so well received by public officials that, in 1933, the ICMA research staff broadened its program, changed its name to Public Administration Service, and enlarged its governing board to include all the directors of public officials' organizations now housed at "1313." The early work of this research staff was financed jointly by the University of Chicago and the Julius Rosenwald Fund.

Depression Decade, 1930 to 1940

After the establishment of the headquarters in Chicago, only a few months elapsed before the economic depression hit, with telling effect. Advertising in *Public Management* (at that time the Association's most lucrative source of revenue) dropped to the vanishing point, and circulation fell under 1,000 for the first time in several years. Membership also took a downward trend.

“ During this decade, the Spelman Fund made its largest grants to ICMA. ”

During this decade, the Spelman Fund made its largest grants to ICMA. What these grants meant can best be evaluated by considering what might have happened to the Association had this support not been available at that particular time. The first grant for general operating purposes was made by the Spelman Fund in 1930 for \$4,000, which was 18 percent of the total budget of \$22,500 for that year. These grants were increased from year to year and reached a peak of \$28,700 in 1935, and then were reduced gradually until the final grant in 1949.

The Association thus was able to go forward with its program of services when the cities needed help and leadership more than at any period in their history. Through ICMA publications and special research reports, we helped cities retrench along constructive lines rather than yield to the selfish pressure groups which were demanding the slashing of all governmental expenditures.

The report *How to Reduce Municipal Expenditures*, issued in 1932, was of special assistance in encouraging effective economies, and went through five printings. More than 14,000 copies were distributed to public officials and others. (Later, in 1949, this report was revised and reissued under the title *Checklist on How Cities Can Cut Costs*.)

During this period the Spelman grants also permitted ICMA to undertake two projects of both immediate and long-term importance to local government officials and their cities. The first issue of the *Municipal Year Book* was published in 1934 and was accepted immediately as the authoritative source book of significant developments, trends, and statistics for municipalities in the United States. The demand for this *Year Book* has been demonstrated by the growth of sales from approximately 1,000 copies in 1934 to approximately 4,800 copies in 1955.

Of even greater impact upon the long-term improvements of local government was the development of a series of eight administrative manuals designed for on-the-job training of city managers, administrative aides, and department heads. The first course, *Personnel Administration*, appeared in 1935, and the eighth course, *Local Planning Administration*, was issued in 1941. The enthusiastic

1921

The CMA office moved to Clarksburg, West Virginia, when Otis accepted the manager position there. He relinquished the secretaryship at the end of the year. Paul B. Wilcox, an assistant manager in East Cleveland, Ohio, assumed the responsibilities for a short time in 1922.

1922

The CMA moved to Lawrence Kansas, and John G. Stutz served as secretary while he was also secretary of the Municipal Reference Bureau at the University of Kansas and executive director of the League of Kansas Municipalities. He served the CMA until 1929.

1922

Mrs. Bertha Heidenfelder became, by her appointment on December 1 in Collinsville, Oklahoma, the first known female manager. She received a salary of \$1,900 per year.

1923

In January, the *City Manager Magazine* was published; it assumed its present name, *Public Management*, in December 1926.

reception of these courses by public officials left no doubt as to the demand for such training facilities. By 1942, enrollments in the courses and additional sales of texts for reference purposes reached 1,000 copies annually.

Between 1935 and 1942, the Spelman Fund appropriated a total of \$69,000 for the preparation of these texts, and since 1943 the textbook and training program has been wholly self-supporting.

In 1938, ICMA, together with other organizations of public officials, moved into a new building at 1313 East 60th Street, which had been built especially for these organizations by a grant of the Spelman Fund on land donated by the University of Chicago.

The Defense and War Years, 1940 to 1945

As indicated in the previous decade, the Association laid the groundwork for what proved the severest test of its program of activities, first in defense and later during the war years. As soon as it seemed inevitable that our country would be involved in the war, the demands of the federal government and the cities' important part in the world conflict received top priority of our staff and altered materially the Association's program of activities. More than 10 percent of our members entered active military service, and another 10 percent aided the war effort through important federal positions.

As soon as victory seemed certain, our efforts were turned toward the critical readjustment problem that cities would be certain to face, following the war's end. Our most important contribution, outside the special sec-

tions each month in our regular publications, was the report issued in 1945 entitled *Planning for Postwar Municipal Activities*, which was intended to stimulate and guide the thinking of local officials in planning for more effective administration of municipal services in the postwar period.

Another important contribution was making our training courses available to members of the armed forces who were on leave from public administrative positions. About 1,000 enrolled in the courses and, as a result, many persons returned to their former positions technically better equipped than when they left the municipal service.

The Approach to Self-Support, 1946 to 1950

During the period from 1930 to 1949, the generous support of the Spelman Fund enabled ICMA to develop a well-balanced program of activities. Grants for all purposes made by the Spelman Fund to ICMA through 1949 totaled \$403,518, of which more than \$300,000 was for general operation and development purposes, \$69,000 for preparation of the series of eight training manuals, and the balance, approximately \$34,000, for meetings of the Executive Board and Research Committee from 1929 to 1943.

The ICMA Executive Board, being mindful of the need for putting our activities on a self-supporting basis, gave considerable time to means of reaching this objective. With respect to our in-service training program, this goal of self-support was realized in 1943, and considerable progress was made in placing our operating budget on the same basis. **PM**



1924

At the annual conference in Montreal, the Association changed its name to the International City Managers' Association and the City Manager's Code of Ethics was adopted.

The Years 1956 to 1967

Orin F. Nolting

This article is excerpted from a letter that was sent to ICMA by Mr. Nolting in August 1989. Ed.

My term as executive director of ICMA during these 11 years and as a member of the executive board of the International Union of Local Authorities (IULA), representing the United States, from 1957 to 1971, represented the culmination of a long career in Association management. I actually joined the ICMA staff as assistant director on June 1, 1929, and, with Executive Director Clarence Ridley, opened the ICMA office in Chicago.

The ICMA Executive Board authorized Clarence Ridley to send me to Vienna, Austria, to attend the IULA Congress in June 1953, and to the 1957 Congress at The Hague, Netherlands, when I was appointed to the board. By the time I retired in 1967, I had made 16 trips to IULA Congresses and executive committee meetings. I made 10 more trips between 1967 and 1971.

International Priority

During my first visit in 1953, I met Dr. Theodor Heuss, the first president of Germany, then in his fourth year of service. Not long before that, Hitler had ruled the coun-

try. I always included Germany on my trips to Europe. In 1973, the president of Germany awarded me the Grand Cross of the Order of Merit.

One early result of my European visits was that the city council of Coventry, England, changed the city clerk's title to chief executive officer. Within the next year or two, all British local governments followed suit, and the Society of Town Clerks became the Society of Local Authority Chief Executives. Other countries took similar action—Ireland, Norway, the German provinces of Saxony and North Rhine Westphalia. Australia followed suit in 1968-69.

During the 1960s, the council-manager concept was adopted in Finland, England, Ireland, Germany (two provinces), Norway, and Sweden. ICMA published a directory of council-manager cities and counties in Western European countries in 1958, 1960, and the last one in 1966. In 1962, through the U.S. Agency for International Development, ICMA arranged for small groups of local officials to make study tours in the United States. Then in 1963, ICMA arranged visits for selected assistants and managers between the United States and Finland, Germany, and Norway, ranging from six weeks to two months in length.

Under the People-to-People Program in 1964, more than 250 cities affiliated with cities in 54 countries.

Mr. Nolting resides in Prairie Village, Kansas.

1930

Early in the 1930s, City Manager Clarence A. Dykstra, Cincinnati, Ohio, was the first local government official to stress the need for federal assistance during the Depression. He was successful in getting Congress to recognize the existence of cities during the New Deal days.

1931

By amending the city charter, San Francisco became the first city to provide for a chief administrative officer appointed by the mayor.

1929

The Association office moved to the University of Chicago in June, and Clarence E. Ridley was appointed first full-time executive director.

1930

Durham County and Robeson County, North Carolina, and Arlington County, Virginia, adopted the council-manager plan.

1934

The first edition of ICMA's Municipal Year Book was issued.

ICMA in Washington

In 1966, ICMA established a branch office in Washington, D.C., headed by Harold Horn, ICMA associate director. ICMA's income increased from \$214,000 in 1956 to \$520,678 in 1967. In August 1967, the ICMA office was moved from Chicago to

Washington. I retired on July 1, 1967, and was succeeded by Mark E. Keane. I continued on full-time as director emeritus for another year, followed by appointment as special assistant to the president of the Public Administration Service, which I held until 1971 when I was 68. **PM**

The Years 1967 to 1983

Mark E. Keane

ICMA opened its new office in Washington, D.C., on August 1, 1967, having opted out of the isolated University of Chicago site. Within a year, the Association was greeted by one of the worst racial riots in history, which took place only a few blocks away from its new location. Martin Luther King had been assassinated. The Vietnam War had much of America in open rebellion. All of urban America was destined for wrenching change.

This great Association had put itself in the center of the action, for better or for worse.

A year earlier, I had left the front lines as city manager of Tucson, Arizona, sure that I could lead the attack on the problems of our local governments as a deputy assistant secretary in the New Department of Housing and Urban Development. I was promptly disillusioned.

Even with President Johnson's bombastic leadership style, the feds could not push the rope from Washington. The apex of the effort was achieved with the ultimate categorical grant: rat control. The combination of carrots and sticks fashioned in that era was a failure.

The Chance to Make a Difference

When the ICMA Executive Board asked me to lead the Association's staff in the move to the capital, I was delighted to accept. It seemed to me that ICMA could, in the long term, play one of the leading roles in restoring the livability of our communities, large and small. Our members were the pros, and the Association could help bring their competence to bear on these problems where it was most likely to work—right in the city halls and the county courthouses.

Mr. Keane resides in Washington, D.C.

1935

The first ICMA training book was published, The American City and Its Government.

1938

ICMA and other associations moved to a new building in Chicago, "1313," an address synonymous with public administration.

1939

The American Society for Public Administration was organized.

1946

ICMA launched the Management Information Service, the program bringing financial security to the Association.

1948

C. A. Harrell's ICMA presidential address, "The City Manager as a Community Leader," provided open recognition of the leadership role of managers.

The sixties had already brought traumatic changes in American society, and it was bound to continue changing. It was a time for our professional society to change, too. So the board and I embarked on the project together.

As the first step, a national membership participation process between 1967 and 1969 assessed the impact of change on our profession and set unprecedented new goals for the profession and the Association. These goals were to:

- Support professional management in *all* local governments, not exclusively those with the council-manager form.
- Open full membership to council- or mayor-appointed administrators in cities and counties and to directors of councils of government.
- Give assistants the right to vote and hold office.
- Take policy positions on major social and local government issues.
- Develop closer ties with the National League of Cities and other state and local government associations.
- Support the members in adapting to the new era of technology and citizen activism.
- Change one word in the ICMA name from "managers" to "management," making us the International City Management Association.

There was, of course, opposition from some members to these changes. I assume some sentiment still exists that our purity was violated in 1969 when the referendum vote of members (city managers only) approved the changes in the constitution by a majority of

about 80 percent. Others felt the vote was close enough to make it clear that some changes had been accomplished.

It is, as you who have experienced it know, a lot of fun to be the CEO with a board or council that has a mandate to change the world, assuming you agree with the mandate, which I did.

Roots of Reform

So what happened? A great team came to life, as it often does at the front of reform movements. We soon recruited bright young leaders like Don Borut, who was deputy city administrator of Ann Arbor, Michigan, where he had dealt with the university student uprisings; Doug Harmon, now Fort Worth, Texas, city manager; Larry Rutter, from the Fels Institute faculty; and many others. My predecessors, Clarence Ridley and Orin Nolting, had passed on to me key people like Bill Besuden and Dave Arnold, who had institutional memory and a sense of destiny for the Association. The membership continued to elect presidents and vice presidents who shared the spirit of change and who lived with daily need to adapt within their own local governments. Within a short time, the board took some significant steps. It:

- Created the ICMA Retirement Corporation.
- Established Public Technology, Incorporated.
- Organized the National Training and Development Service for State and Local Government.
- Endorsed written employment agreements for managers.

1956

Clarence E. Ridley retired, to be succeeded by Orin F. Nolting, ICMA assistant director from 1929 to 1956.

1960

ICMA and the University of Chicago cosponsored the first Advanced Management Training Program.

1964

ICMA and the Brookings Institution cosponsored the first Urban Policy Seminar.

1965

Vice President Hubert Humphrey met with city and county managers at a two-day conference in Washington, D.C.

- Adopted and publicized policy statements on equal opportunity, affirmative action, regional governance, and other leading local government issues.
- Set up membership committees for counties, COGs, blacks, women, policy network, international, young professionals, etc.
- Helped activate, as a major lobbying force on behalf of local governments, the State County City Service Center.

These changes were broadened and expanded in later years, but the basic thrust was established early—ICMA should and could exercise national leadership on behalf of the profession as “the linking mechanism.”

Today's Perspective

Having for the past five years helped organize and teach the master's degree program in association management at The George Washington University, I have had the opportunity to see with some perspective the powerful role that professional societies can play in the open American system. Not all are constructive. Not all have a sense of their potential for advancing American ideals. Not all are able to strike the balance between service to members and service to the broader democratic society.

I believe our professional Association was able to see and act on this window of opportunity at a critical time in the evolution of American local government. We were able to make a quantum leap, to open ranks, to reach out, to create. ICMA is clearly the top professional society in the public administration field.

And what about the managers in local gov-

ernments? How well did they serve through this trauma of the past 20 years? Practitioners as we are in the art and science of management in a local political environment, we are heir to the number one success story of public administration in U.S. history—the council-manager concept. Did we succeed in building on its reputation for efficiency and effectiveness?

“ . . . we have demonstrated that professional management can serve with distinction through the most traumatic periods in history. ”

Basic social values are under attack, citizen activism, demands for cutback management, racial confrontation, advances in technology and communications, explosion of public expectations from government. . . . how well did we do? In my opinion, the role and techniques of the manager have been changed dramatically, and we have demonstrated that professional management can serve with distinction through the most traumatic periods in history.

The signs are good that we can continue to adapt to change as practicing local government managers and as a professional Association. In our community leadership roles, we aim constantly to enhance ethical standards and to move the civic venture forward in concert with the political will. We owe nothing less to our profession and to our Association. **PM**



1966

The ICMA Annual Conference was held in Phoenix, Arizona.

1967

The Executive Board voted to move the ICMA office to Washington, D.C.; Orin F. Nolting retired and Mark E. Keane was appointed executive director.

1969

The Constitution was amended to extend full ICMA membership eligibility to mayor-appointed and council-appointed administrators with overall management responsibility and to directors of councils of governments. The Association's name was changed to the International City Management Association.

ICMA in the 1980s and Beyond

Bill Hansell

Assuming responsibility for the stewardship of ICMA in 1983, following 16 years of growth and development guided by Mark Keane, was, to say the least, intimidating. I remember thinking during the wonderful luncheon held in Mark's honor at the Kansas City, Missouri, annual conference: "What else is left to be done?"

I shared those thoughts with Bob Herchert, incoming ICMA vice president from Fort Worth, Texas. He pointed out to me that the litany of changes noted during Mark's tenure was most symbolic of a membership and leadership that openly accepted and encouraged developments responsive to changes in the society we serve.

Change Is Our Guidestar

Bob was right! Change has continued to be our guidestar—facilitated by the incredible strengths of our heritage as a profession and as an Association.

“ Our past is not only our heritage but our strength. ”

My service as executive director of ICMA began at the end of the term of President Stan Kennedy, city manager, Wilmette, Illinois, the first ICMA president to be serving in a local government with a population of

less than 25,000 in many years. During Stan's year, the board was determined to make certain ICMA's focus was on serving its membership and honoring its roots in the council-manager plan.

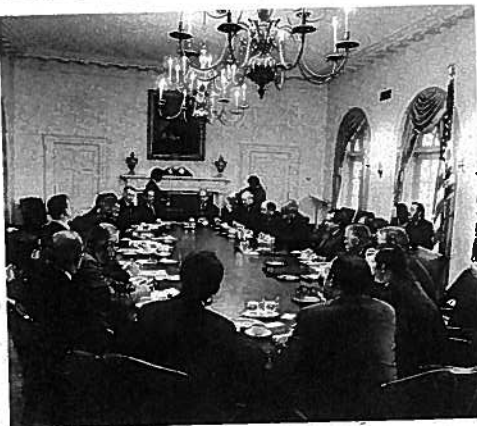
Sylvester Murray of Cincinnati, Ohio, the first minority member to serve as president, succeeded Stan. Sy encouraged the board to make certain that ICMA served *all* of its members regardless of community size, position, the nation where the community was located, sex, or racial or ethnic origin. In many ways, these two focal points of service to all members and promotion and defense of the council-manager plan have been our priorities for the 1980s.

Focus on Member Services

Attention to member services has been accomplished by creating a Member Service Department, expanding our unique Range Rider Program, creating a Partners Program, and giving new meaning to the international component of our mission. The Member Services Department, first headed by Wylie Williams, who is now deputy mayor of Washington, D.C., and for the past two years led by Betsy Sherman, centralizes all efforts to serve members' personal and professional needs and to advocate the council-manager plan. There were 16 Range Riders in 7 states, for example, in 1983. Today 37 Range Riders cover 19 states—a most significant growth in

1971

Public Technology, Incorporated, was established as a center for new technology affecting local government.



1971 *Members of the seven public interest groups, including ICMA, made a presentation to President Nixon on behalf of revenue sharing.*

1972

The first federal revenue sharing program was adopted.

1972

The ICMA Retirement Corporation was established to meet the needs of local government employees—immediate vesting and portability.

this personal counseling program in which senior professional managers volunteer their time and talent to counsel members.

Jean Dever, partner of 1986-87 ICMA President John Dever of Long Beach, California, provided the initiative for creating the Partners Program. The program builds on ICMA's long-standing concern for the families of professional managers by recognizing that public service requires a "partnership" between the professional and those who provide support for that professional, be they spouses, children, parents, siblings, or significant others. The program continues to grow at ICMA, and it has spread to national, state, and provincial associations of members.

In late 1983, the "I" in ICMA stood for fewer than 200 members from outside the United States and an exchange program involving U.S. managers and chief executives from England. Today that membership has nearly doubled; the exchange program involves approximately 20 managers from 7 countries each year. The international component of our mission has been charted by a large membership committee and endorsed by the board. In the future, it will include technical assistance to local governments in developing countries, cross-cultural training and development experiences, and data and information bases enhanced by local governments in many countries.

The well-documented changes in the nature of the council-manager plan seem only to have strengthened our form of government in this era of participatory democracy. As a profession and an Association, we have increased our commitment to the advocacy and defense of the plan as evidenced by a revised and updated Responsive Local Government pack-



This photo of ICMA Executive Directors John Stutz, Orin Nolting, Mark Keane, and Bill Hansell was taken at ICMA's 1983 Annual Conference in Kansas City, Missouri.

age; two educational videos; a willingness to engage in debate in local communities as evidenced in November 1988 in Toledo, Ohio; and an Endowment Fund that is focused on support for the Plan, which stood at \$82,850 in 1983 and has a balance of \$302,200 as of June 30, 1989.

While all of this has been occurring, we have been strengthening the organization capacity of ICMA as best reflected by our financial strength and the physical space we occupy. In June 1983, ICMA had a combined fund balance plus deferred revenues of \$1,040,000. In 1989, that combination

1979

ICMA's Committee on Future Horizons called for new roles for managers: brokering/negotiation, shared power, interpersonal communication, volunteerism, and working with the private sector.

1982

The Code of Ethics was augmented by ICMA's Declaration of Ideals.

1983

Mark E. Keane retired; William H. Hansell, Jr., was appointed executive director.

1985

The first ICMA Strategic Plan was adopted.

1990

In January, the Association will move into its own office building at 777 North Capitol Street, N.E., Washington, D.C.

1990

ICMA's FutureVisions Consortium, looking ahead 20 years, will identify trends and a knowledge base for managers who will work in communities with diverse family patterns, cultural diversity, global economic feedback, and reallocated natural resources. PM

amounts to \$2,196,000—a significant improvement.

Future Moves

All our members are aware of our move to a new building at 777 North Capitol Street in Washington, D.C. We will own one-third of this 200,000-square-foot building, which will be our home for many years into the future. This new location will stabilize the space cost component of our annual budget and will be a physical statement of the significant contribution our profession has made to the quality of life in the communities we serve.

And what of our future? It would be presumptuous of me to attempt detailed predictions, since more than 70 of our members are now engaged in an exciting FutureVisions project to define the future of U.S. local government and, indirectly, that of the profession and the Association. Two initial perceptions, however, are worth noting.

First, as ICMA continues its networking and information/data clearinghouse responsibilities, improved use must be made of contemporary communication and information technology. Computerized data and information bases, electronic networking, facsimile transmission, phone mail, etc., must become common tools in the 1990s and beyond for the Association and all of our members.

Second, our normal method of sharing data and information, which is to provide a "here and now" snapshot of the current situation in local government, must be significantly enhanced by increased use of trend analyses and projection techniques to better reflect where we have been and where we might be going.

Our past is not only our heritage but our strength. We have earned the right to celebrate our present state . . . but only for a moment . . . as we prepare to renew our profession's and our Association's commitment to excellence in future public service. **PM**

Do you know Carla Rabon?

Hundreds of City Managers do. For years she's been known for her friendly phone voice, and for standing beside relocating City Managers and their families, assuring them a smooth move.



Carla, herself, recently moved. She has joined Armstrong Transfer & Storage in Nashville, Tennessee. And we are pleased to have the leader in City Manager relocations join our team.

She directs our Quality First program, designed to relocate City Managers and their families.

With Quality First, you receive the best of both worlds...Carla's counseling, and Armstrong's professional, personalized services. Because of Armstrong's size, we can assign a professional team of movers to each family. From packing to delivery, the same friendly staff will be there to help you.

Personalized attention made us the largest mover in the United Van Lines family. And Quality First is founded on our 66-year tradition of excellence. We believe you'll notice the difference.

To take advantage of Quality First, You **must** call Mrs. Carla Rabon at: **800-824-6162** anywhere in the U.S. or **615-834-5890** (call collect for Carla) in Tennessee

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